

Human Resources Specialist, GS-201

Example from OPM's *A Handbook for Measuring Employee Performance: Aligning Employee Performance Plans with Organizational Goals*, Sept. 2001

<http://www.opm.gov/perform/WPPDF/2002/HANDBOOK.PDF>

Notes: This includes a performance standard for and OUTSTANDING element rating, the equivalent of EXCEEDS FULLY SUCCESSFUL in the AMS, APHIS, and GIPSA 5-level rating systems or EXCEPTIONAL in the APHIS 4-level system. This is definitely a "best practice."

We would add an alignment statement, e.g., "Alignment: This element support Human Resource's strategic objective XX, Provide high-quality, timely, and cost-effect employee relations advisory and operational services."

Element

HR POLICY PRODUCTS (e.g., written guidance, reports, overviews, workshops, formal presentations)

FULLY SUCCESSFUL STANDARD

(To meet this standard, the employee must meet all of the following requirements.)

QUALITY

- Written products generally follow plain English principles, including logical organization, descriptive section headings, simple terms, and good use of tables, lists, graphics, and white space
- Assigned presentations and workshops are generally well-organized with a logical flow, a use of simple terms, and graphics that illustrate concepts to help audience understanding. The overall audience rating of any presentation given is at least acceptable
- Products usually reflect sound analytical thinking and present recommendations consistent with sound HR principles and supportive of Administration initiatives

QUANTITY

- Produces (or does significant work for)
 - a) at least one major product (e.g., a workshop; a complex paper or report, often over 10 pages long)
 - b) at least three intermediate-in-scope products (e.g., topic papers 3-10 pages long)
 - c) at least five minor products (e.g., articles or 1-2 page papers)
 - d) a combination of these

(To meet the definition of "produces," the report or paper at least must be cleared by the Division Chief.)

TIMELINESS

- Draft written products are usually completed and submitted for review by the date agreed to at initial assignment. Revisions are usually done and returned within the agreed-upon time frame

OUTSTANDING STANDARD [equivalent to MRP's "exceeds fully successful" or "exceptional" element ratings]

- Produces more than two major products, more than five intermediate-inscope products, more than eight minor products, OR a combination of these
- Exceeds the quality and timeliness criteria
- Plus meets at least three of the following:
 - a) On own initiative, proposes the subject of the product
 - b) Completes extensive research to complete the product
 - c) Develops applicable, understandable models and examples
 - d) Synthesizes complex issues and condenses and explains them so that they are understandable to a general audience
 - e) Product content provides leadership in the program, fits the HR policy into the big picture of management, links HR policy to organizational goals, and/or highlights the links of HR policy with other management functions
 - f) Develops original understandable graphics that illustrate the concept being presented